

Department of Correction and Rehabilitation Performance Plan

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CountyStat Principles

- Require Data-Driven Performance
- Promote Strategic Governance
- Increase Government Transparency
- Foster a Culture of Accountability



Agenda

- Welcome and introductions
- Review of Performance Plan items
- Impact of Savings Plan (2%) and hiring freeze on performance
- Detailed view of measure – per diem cost per inmate
- Potential overtime cost savings
- Suggestions for improvement of measure
- Wrap up



Contribution to Montgomery Results

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for all of Our Residents



DOCR At-A-Glance

What DOCR Does and for Whom	How Much
Incarcerates inmates securely and constitutionally and provides effective supervision for those in pretrial and prerelease programs.	\$62,369,220 (98.6%) 626.5 WYs
Operates programs to improve inmate growth and development during custody.	\$ 932,000 (1.4%) 8.9 WYs
Overall	\$63.3 million (FY08) 579 positions; 642 WYs Total Average Daily Population: 1,104



Headline Measures

- Percent of total bed needs met
- Per diem cost per inmate
- Number of security incidents
- Percent of accreditation standards met
- Percent of prisoners participating in self growth and development programs
- Recidivism and achievement (under construction)



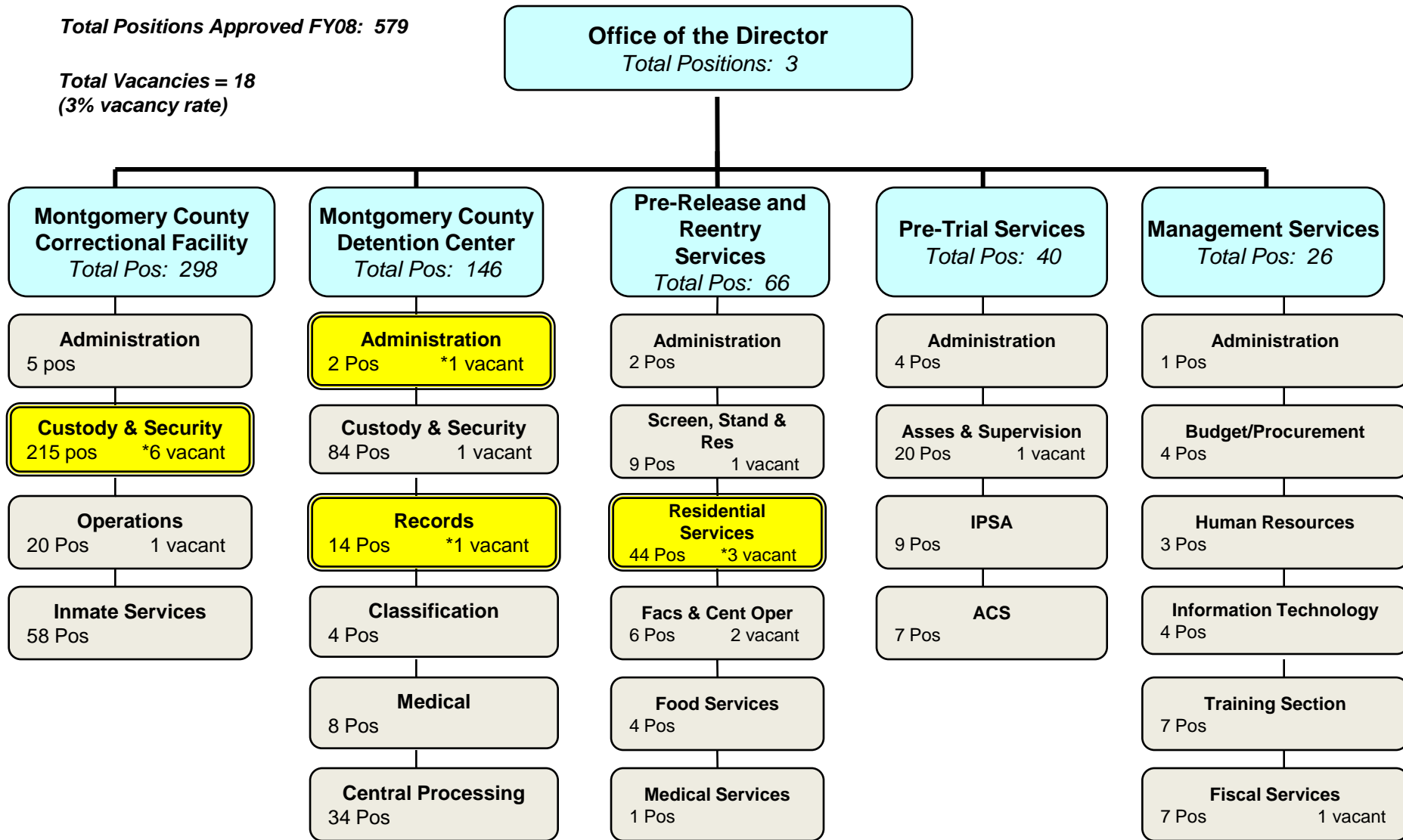
Savings Plan and Hiring Freeze

- Department of Correction and Rehabilitation
 - Expenditure decreases - \$583,100 (0.9%)
 - Lapse 9 currently vacant positions
 - Collect federal child nutrition reimbursement
 - Fund Volunteer Coordinator through inmate canteen
 - Revenue enhancements - \$682,930 (1.1%)
 - Increase federal Pre-Release inmates
 - Increase number of IPSA and ACS participants
 - Continue telephone commissions
- Circuit Court
 - Lapse of vacant positions - \$205,770



Total Positions Approved FY08: 579

Total Vacancies = 18
(3% vacancy rate)



*Positions lapsed for FY08 Savings Plan
(Total 9 positions lapsed for Savings Plan)



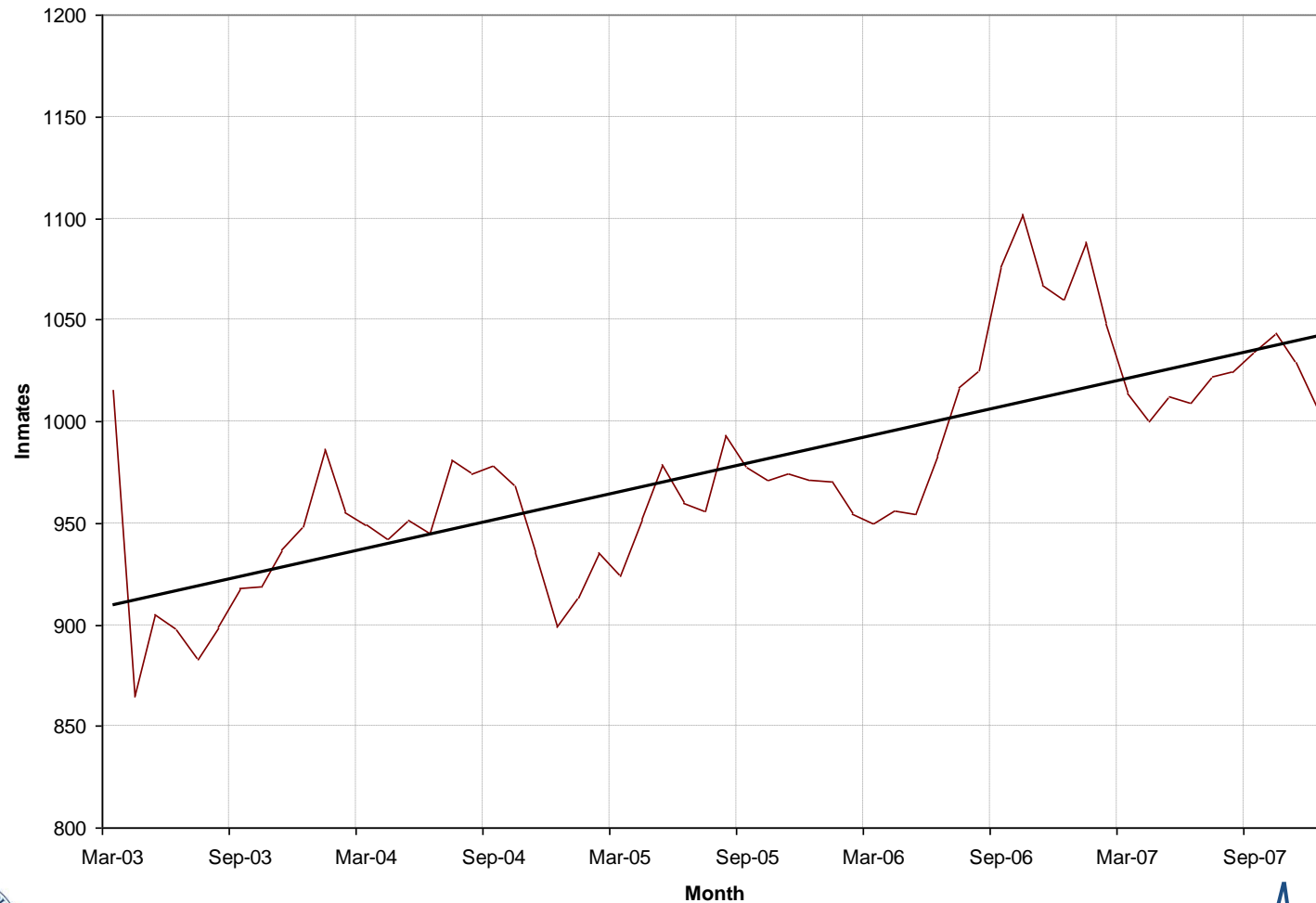
Savings Plan & Hiring Freeze: Impact

- Average daily population is likely to rise
 - Increase in average length of stay during pre-trial period as court slows down
 - Direct increase in population from federal prisoners
- Potential opening of last pod at MCCF
 - Current indicator that DOCR is running out of bed space
 - Long-term: need for increased staffing
 - Short-term: increase in overtime costs

Follow-up topic: Jail population and associated costs



Average Daily Incarcerated Population



Per Diem Cost Per Inmate

- General formula
$$PerDiem = \frac{Expenditures - Revenues}{PrisonerDays}$$
- Items excluded in the calculation
 - Costs
 - CPU
 - All costs associated with Pre-Trial Services
 - 5% of administrative costs
 - Revenues
 - State reimbursement
 - State reimbursement of major medical expenses IS included



Per Diem Cost Per Inmate

- Biggest cost drivers (expenditures)
 - Salaries \$32,300,000 = 54%
 - Benefits \$14,350,000 = 24%
 - Building Maintenance and Repairs \$ 4,340,000 = 7%
 - Services: Medical \$ 3,210,000 = 5%
 - Miscellaneous \$ 1,670,000 = 3%
 - Services: Food and Supplies \$ 1,190,000 = 2%
- Biggest revenue sources
 - Federal Reimbursement and SCAAP \$ 2,650,000 = 74%
 - Work release \$ 240,000 = 7%
 - Telephone commissions (going away) \$ 190,000 = 5%
 - Inmate workforce \$ 160,000 = 5%

Shown: FY07 actuals



Salary Expenditures By Category

	FY05		FY06		FY07	
Regular Time	\$23,005	73.7%	\$24,571	73.0%	\$26,694	73.8%
Overtime	\$3,680	11.8%	\$4,314	12.8%	\$4,321	12.0%
<i>Roll call/Lunch</i>	<i>\$1,097</i>	<i>29.8%</i>	<i>\$1,180</i>	<i>27.4%</i>	<i>\$1,288</i>	<i>29.8%</i>
<i>All Other</i>	<i>\$2,583</i>	<i>70.2%</i>	<i>\$3,134</i>	<i>72.6%</i>	<i>\$3,033</i>	<i>70.2%</i>
Annual Leave	\$2,429	7.8%	\$2,598	7.7%	\$2,849	7.9%
Sick Leave	\$1,115	3.6%	\$1,197	3.6%	\$1,376	3.8%
Training	\$480	1.5%	\$481	1.4%	\$464	1.3%
Administrative	\$337	1.1%	\$331	1.0%	\$345	1.0%
Disability	\$218	0.7%	\$393	1.2%	\$177	0.5%
Grand Total	\$31,204		\$33,639		\$36,158	

In thousands of dollars

Dollars shown are for all of DOCR



Opportunities for Savings: Reducing Administrative Leave

Case	Date of Incident	Date on Admin Leave	Date Investigation Completed	Date SOC Filed	Date of ADR	Date of Final Action	Days of Admin Leave
1	08/30/07	9/3/07	09/25/07	11/07/07	12/19/07	12/19/07	78
2	10/11/07	10/24/07	11/14/07	11/27/07	1/16/08	1/16/08	61
3	10/08/07	10/10/07	11/28/07	12/07/07	1/16/08	1/19/08	73
4	10/08/07	10/10/07	11/14/07	11/28/07	12/19/07	2/1/08	83

- Example of length of process for the four most recent cases is shown above
- While on administrative leave, DOCR must pay someone else overtime to cover these posts
 - \$56,400 in administrative leave for these individuals
 - \$84,500 in overtime cost (using average overtime wage to estimate)
- In CY07, 19 people from DOCR went to ADR, 7 of whom were on administrative leave prior to ADR.

Follow-up topic: Decrease time at each stage of ADR process



20% reduction in process time in these cases alone would yield \$16,900 in savings

CountyStat

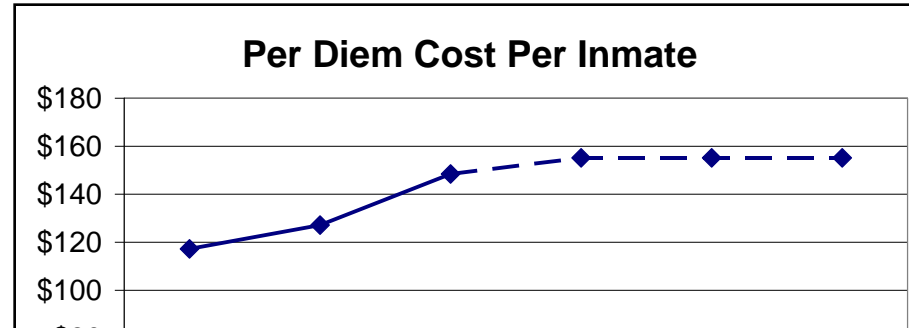
Improving Performance Measures: Per Diem Cost Per Inmate

- Goal of the performance measure – to show how much it costs to house one inmate for one day
- Want measure to be clearly defined so it can be used effectively as a management tool and as a basis for other discussions of cost
- As the DOCR Performance Plan has undergone development, this measure has changed
 - At least three versions of the measure
- Current version is based upon
 - FY05-FY06: state negotiated per diem reimbursement rate
 - FY07-FY10: a 3.6% CPI inflation rate

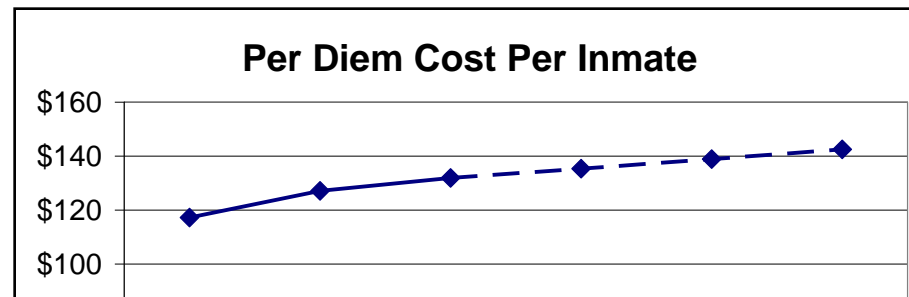


Changes in Per Diem Cost Per Inmate As Reported in the Performance Plan

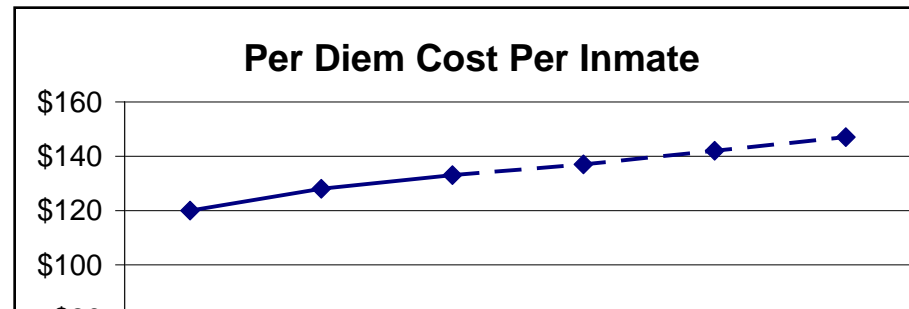
8/16/2007



12/28/2007



1/28/2008



Methods for Calculating Per Diem Cost Per Inmate

- Rate used in the performance plan
 - (state approved rate for FY05-06 and 3.6% inflation for FY07-10)

- DOCR rate submitted to the state

$$\text{Per Diem} = \frac{\text{All expenditures} - \text{All revenues (except state reimbursement)}}{\text{All prisoner days}}$$

- All expenditure/all revenue rate

$$\text{Per Diem} = \frac{\text{All expenditures} - \text{All revenues}}{\text{All prisoner days}}$$

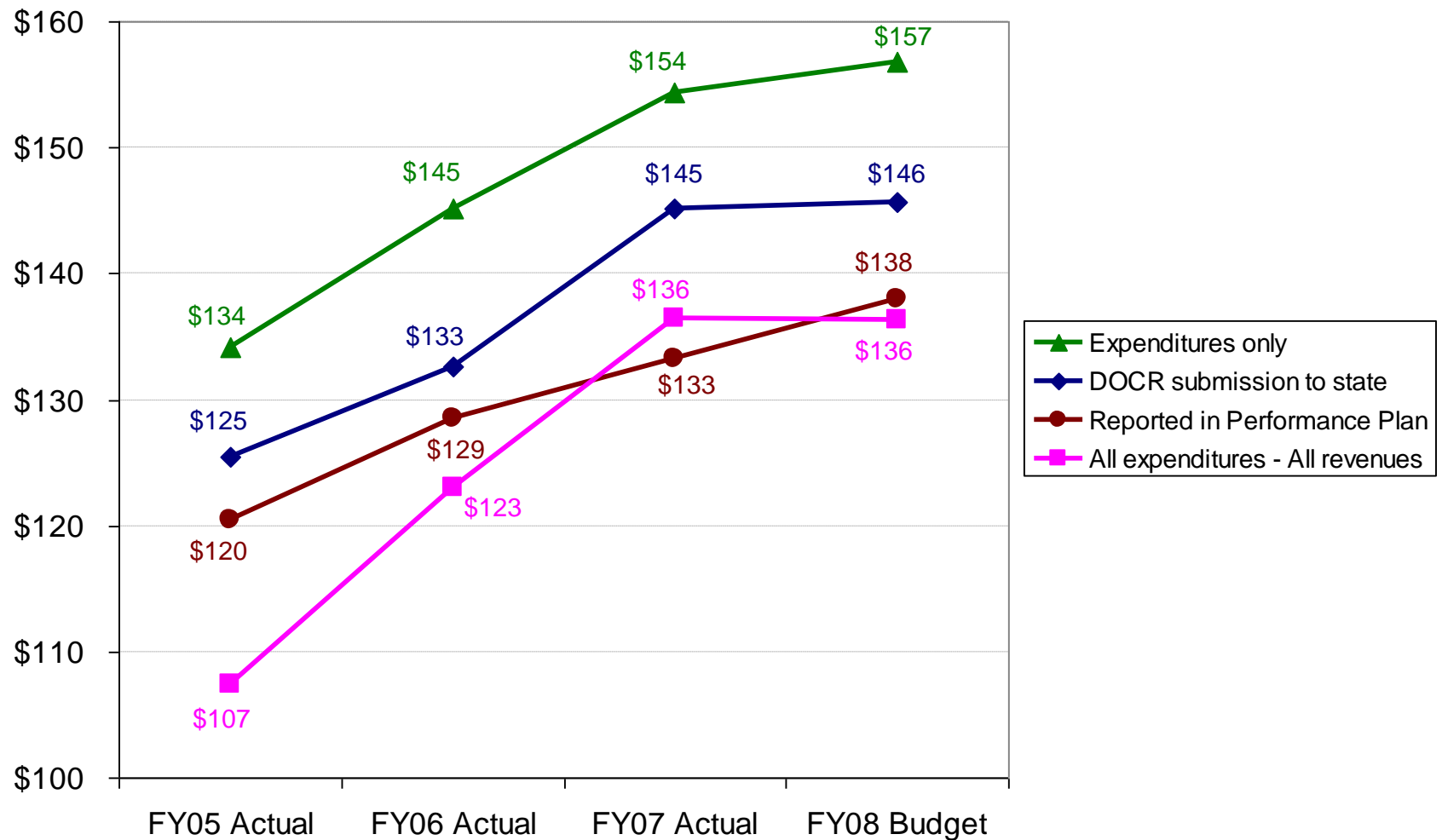
- CountyStat recommended rate

$$\text{Per Diem} = \frac{\text{All expenditures}}{\text{All prisoner days}}$$

Note: Expenditures are for incarceration only and do not include
Costs associated with CPU
Costs from the Pre-Trial Services Division
5% of administrative costs



"Per Diem Cost Per Inmate" measure using different methodologies



This graph compares the per diem cost per inmate submitted in the performance plan with alternate methodologies.

CountyStat recommends using the top line (Expenditures only).

Wrap up: preview of next topics

- Reducing the ADR timeline
 - Options for reducing the timeline
 - Costs associated with those options
- Jail population management
 - Flows within the DOCR system
 - Indicators
 - Cost implications
 - Streamline financial reporting system



Wrap up: follow-up items

- Current state of the Performance Plan
- Confirmation of follow-up items
- Time frame for next meeting

